



"A Spartan leaves the field with his shield or upon it"

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WHAT PROFESSIONAL DEVELOPMENT CAN DO FOR YOU.....1

LEADERSHIP TRAINING FOR THE CAP OFFICER.....2

## What Professional Development Can Do For You (Part 2)

As a follow up to the last professional development article I would like to bring your attention to a non CAP sites and training courses that far too many individuals know little to nothing about.

The site is the FEMA Emergency Management Institute for distance learning. With one of our primary missions being Emergency Services this site can boost your knowledge of the Federal ES arena. All courses are free and count as continuing education units.

If you are currently still in military service all courses count towards your military retirement points. Also you can pay to have the courses you've completed turned to college credits.

EMI offered over 50 courses you can take at your own leisure. Once you are ready to test you can take your exams online and are notified within 24 hours of your test results. Some of these courses are required by CAP to participate in ES missions..

### A few FEMA Courses

You can find this information at: <http://training.fema.gov/EMIWeb/IS/>

IS-1 Emergency Manager: An Orientation to the Position

IS-3 Radiological Emergency Management

IS-5.A An Introduction to Hazardous Materials

IS-7 A Citizen's Guide to Disaster Assistance

IS-8 Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699

IS-100 Introduction to Incident Command System, I-100

IS-120 An Orientation to Community Disaster Exercises

IS-200 ICS for Single Resources and Initial Action Incidents

IS-208 State Disaster Management

IS-271 Anticipating Hazardous Weather & Community Risk

IS-288 The Role of Voluntary Agencies in Emergency Management

IS-393 Introduction to Mitigation

IS-513 The Professional in Emergency Management

IS-547 Introduction to Continuity of Operations (COOP)

IS-600 Special Considerations for FEMA Public Assistance Projects

IS-630 Introduction to the Public Assistance Process

IS-631 Public Assistance Operations I

IS-632 Introduction to Debris Operations in FEMA's Public Assistance Program

IS-700 National Incident Management System (NIMS), An Introduction

IS-800 National Response Plan (NRP), An Introduction

## CAP Professional Development Course

[http://level2.cap.gov/Prof\\_Dev\\_Modules/cap\\_admin/cap\\_homepage.htm](http://level2.cap.gov/Prof_Dev_Modules/cap_admin/cap_homepage.htm)

Modules include:

Leadership	Applying Core Values	CAP Uniform	Conflict Resolution
Followership	Chain of Command	Financial Accountability	Diversity in CAP
Implementing Change	Fostering Relationships	Complaint Processing	Discrimination
Ethics	Inspector General <i>Note: Module is under revision</i>	Safety	Workplace Violence
Core Values	Customs & Courtesies	Counseling	Discipline & Abuse



This course is a great course for the CAP individual looking to increase his/her knowledge as a CAP member and a CAP Officer. I urge you to check this course out.

# Leadership Values

## Communication

Communication is defined as the successful exchange of information between two or more people. This definition sounds easy enough, but it is one of the most difficult obstacles facing commanders and supervisors today.

When communicating with anyone you have to be clear and concise. It is important to make your objectives understood. If you assign 1st Lt Joe Snuffy a task and he doesn't accomplish it to your specifications, 4 out of 5 times it will be due to your lack of good instructions.

The important thing to remember is that I am not telling you to hold subordinates by the hand and outline every little detail. A good leader will make the objective clear and leave their subordinates to the task of mission accomplishment. Micromanaging is a thing of the past; it has no place in leadership. One of the hardest things for a leader to accept is the fact that you want your people to be able to operate without you around all the time. A good leader knows when to shut up.

Once your personnel are properly trained they should have no problem receiving and accomplishing assigned tasks and objectives. Give them the tools to accomplish the task then stand back and let them use the tools. You may be surprised at the skills your personnel have that will surface with a little encouragement.

It is also important that as a leader you are familiar with global communications. Another misconception seems to be that a senior officer isn't required to communicate accurately anymore. That is what he/she has subordinates for. This is the wrong answer. In the day of instant information, it is more imperative than ever that our communication skills keep up with technological advancements in the global communications arena. An email is the same as a typed memorandum, check it with the same care you would in proofreading a formal or published document. Don't let the easiness of the technology diminish your message accuracy or your skills.

## Mission Success

Mission success is accomplished by your team; mission failure is accomplished by the team's supervisor. If you do your job correctly, most people looking from the outside will never know you were there. If you do your job incorrectly, individuals from the outside will make sure that everyone else in your work circle knows it was your fault. This is one of many reasons that several commanders will tell you that command is a lonely place.

To truly understand our strength and weakness as a leader we must have the courage to take a step back and analyze ourselves in an unbiased manner. The important thing to remember is that we are not here to make ourselves comfortable; we are here to make our personnel comfortable and serve them in their needs. We are all working towards a common goal, successful mission accomplishment. Negative attitude and arrogant pride has no place in today's command structure. These two items can destroy a unit from the inside in no time.

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## BETTER LEADERS: Compassion



Compassion is defined as the understanding of the suffering of others and the desire to assist them not only to increase efficiency, but because you genuinely care.

Compassion will naturally take care of a large part of teamwork on its own. Caring about your subordinates will cause caring from your subordinates.

Taking 5 minutes out of your schedule to talk to an individual who needs to talk about their problem will instill a state of pride in that individual. If you have a Chaplain or MLO make use of them.

Subordinates will begin to look at your team as family, not just a work crew. Subordinates will take care of you if you take care of them.

As a leader it is your responsibility to set the tone by demonstrating the leadership principles you want to see in your unit or section. "Do as I say, not as I do" individuals are not leaders. They are small minded bosses that cannot handle their own rules.

As a leader we need to be on the look out for these individuals ensuring that we correct their error in thinking as soon as possible.

Compassion also entails our abilities to recognize excellence. To simply say good job is not enough. Awards should be submitted for personnel that go above and beyond the standard.

You should never "get used" to excellence in your subordinates. It is something that should be acknowledged and rewarded every time.

Finally, have the compassion to promote someone doing the right thing. Far too many times subordinates become trapped in the same job because they do it well.

It is your job to know what is going on in your section or command, ignorance is never a good excuse under any condition.